

Chief Probation Officers of California Action Plan: May, 2007

OVERALL GOAL OF THE CPOC Association: To provide leadership around key areas of mission

Goal 1: Improve the effectiveness of probation services at the local level through uniformity and evidence based practices

What should be done? Objectives	How will it be done? (Strategies or Activities)	Who will take the lead?	Date objective to be done?	Resources needed to meet goal	How will we know it's done? (Outcome Measure)
1. Develop state-wide guidelines aimed at local service delivery	A. Create a monograph on agency components necessary for effective supervision (including specialized/generalized caseloads) and disseminate	Jan H. Chris O.	Begin Sept, 06 End Sept, 07	CPOC Executive Director and a consultant Policy Director	A written monograph with evidence based practice guidelines will be published and disseminated (initial phase 18-25 year olds)
	B. Develop a plan to encourage the development of best practices including (first tier) <ul style="list-style-type: none"> 1. restore the use of a validated risk/need assessment(s), brief screening tool, and case plans 2. caseload size 3. managing caseloads in cost-effective way; based on profiles/risk/responsivity factors how to deliver EBP services based on risk/profile (risk based resource allocation). Include: <ul style="list-style-type: none"> -how to deliver EBP services based on risk/profile -continuum of evidence based 	Jan H. Chris O.	Begin Sept, 06 First Draft: June 15, 07 Vet 1 st Draft: July 1, 07 Present to CPOC: July 10, 07 End July, 07	CPOC Executive Director and a consultant Policy Director	

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	options (fiscally responsible allocation of resources) – evaluate outcomes of different classifications and make service adjustments				
	C. Develop a plan to encourage the development of evidence based practices (second tier): <ol style="list-style-type: none"> 1. cog-practices 2. violations –technical 3. influence service providers 4. restorative justice 5. case planning 6. organizational development - changes, alignment 	To be determined	To be determined	To be determined	
	D. Create a seamless correctional service delivery system by devising a set of evidence based practice protocols, tools, and procedures that are consistent with CDCR	To be determined	To be determined (long term)	To be determined	

The definition of evidence based practices is: *A progressive, organizational use of direct, current scientific evidence to guide and inform efficient and effective correctional services.*

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Goal 2: Increase and stabilize funding for adult probation services

What should be done? Objectives	How will it be done? (Strategies or Activities)	Who will take the lead?	When will it be done?	Resources needed to meet goal	How will we know it's done? (Outcome Measure)
1. Increase state funding	A. Develop a plan that increases funding for higher risk offenders in adult services that meet local needs	Mike K. and Loren B.	Begin July, 06 End July 07	Legislative Advocate Executive Director Media Firm	When CA counties receive at least \$100 million in state funding for adult probation services (preferably tie the target funding amount to the amount received through COPS/JJCPA allocation)
	B. Develop a cost-benefit strategy/ marketing plan (on the value of investing in probation)	Mike K. and Loren B.	Begin July, 06 End July 07	Legislative Advocate Executive Director Media Firm	
	C. Build liaisons focusing on common funding interests with other professional groups	Mike K. and Loren B.	Ongoing	Legislative Advocate Executive Director Media Firm	
2. Expand non-state funding sources including local, federal, foundation, fees, etc.	A. Develop an ongoing clearinghouse or search and dissemination capacity for resources such as eCIVUS and/or federal registry	Bill B.	Begin Jan, 07 End, July, 07	CPOC Executive Director and Los Angeles Probation Dept.	When CA counties receive a 10% increase in non-state/local funding and/or the number of funding sources

Note: CPOC has a number of research documents to reinforce local funding strategies

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Goal 3: Enhance capacity to gather and use data for purposes of advancing CPOC mission

What should be done? Objectives	How will it be done? (Strategies or Activities)	Who will take the lead?	When will it be done?	Resources needed to meet goal	How will we know it's done?(Outcome Measure)
1. Enhance the capacity to collect data and develop measurable outcomes statewide	A. Identify core outcomes for all counties	Bill B. Bob O.	July 06 End Sept 07	Southern Regional Chief Outcome Committee Policy Director Deb L. Consultant/Univ.	When 80% of the probation agencies routinely forward commonly defined data to CPOC around defined outcomes
	B. Create/define common data elements and data definitions and protocols	Bill B. Bob O.	July 06 End Sept 07	Southern Regional Chief Outcome Committee Policy Director Deb L. Consultant/Univ.	
	C. Identify information systems in existence and their gaps and develop a strategy to improve (eg, state assistance to upgrade)	Bill B. Bob O.	July 06 End Sept 07	Southern Regional Chief Outcome Committee Policy Director Deb L. Consultant/Univ.	
	D. Increase CPOC capacity to analyze and massage data	Bill B. Bob O.	Ongoing	Policy Director Deb L. Consultant/Univ.	

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2. Expand research and evaluation capacity	A. Explore and establish partnerships with universities	Bill B. Bob O.	Begin Sept, 06 End Sept, 07	Policy Director Deb L. Consultant/Univ.	When CPOC produces a research/evaluation report
	B. Establish and define the role of the Probation Policy Institute around research and evaluation	Bill B. Bob O.	Begin Sept, 06 End Sept 07	Policy Director Executive Director	

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Goal 4: Increase the relevance and positive public image of probation for purposes of influencing public policy and resources

What should be done? Objectives	How will it be done? (Strategies or Activities)	Who will take the lead?	When will it be done?	Resources needed to meet goal	How will we know it's done?(Outcome Measure)
1. Improve the image of probation with judges and board of supervisors/ administrator	<p>A. Develop an orientation and training curriculum for new chiefs that address (among other topics)</p> <ul style="list-style-type: none"> - how to handle relationships with judges, Board of Supervisors, legislature, and general public -having direct and regular contact with judges (special attention); - training and standards around staff going to Court (officer' s understand role/quality control) - problem solving orientation - info/assistance on budget, BOS discussions, grants being responsive and accessible as a problem solver - competing with other depts. 	Brian R.	<p>Begin now</p> <p>End Sept, 07</p>	<p>Training Committee</p> <p>Chiefs Emeritus</p> <p>Executive Director</p> <p>Policy Director</p> <p>Legislative Advocate</p> <p>Deb L.</p>	Curriculum developed and delivered on regular basis for all new PO chiefs

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	<ul style="list-style-type: none"> - showing good outcomes and return on investment - establishing credibility - being politically astute but not political - emphasizing probation anecdotes – feel good - mapping districts (i.e. how many probationers in your district) - new chiefs – take advantage of honeymoon period - CAO Board staffers importance of their relationships - flash notices to BOS, i.e. quick emails – they need to know good or bad; they should never read it first in the media - multi-agency cooperation – collaboration - credibility – stay within budget 				
	B. Proactively and assertively gain invitations to judges'/AOC conferences and policy	Mike K.	Begin Sept, 06 ongoing	AOC liaison Executive Director	Probation is included as a stakeholder in statewide policy task forces and projects

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	discussion groups including new judges training; assign CPOC liaison to AOC				
	C. Participate in stakeholder forums, such as CSAC (County Supervisor Association) conferences and policy discussion groups; assign CPOC liaison to CSAC	Mike K.	Begin Sept, 06 ongoing	CSAC liaison (Probation chief of county from which CSAC president is from)	
2. Improve the image of probation with the legislature and governor's office	A. Hold an annual "marketing planning session" to plan a legislative/public policy focus and develop written tools/data to support desired focus	Vince I. Loren B.	Begin Sept, 06 Ongoing	Marketing Consultant and CPOC Executive Director Leg. Chair President	When at least two legislative bills or the governor's budget with CPOC funding are introduced, passed, and signed as a result of CPOC initiative
	B. Develop an educational strategy to support improved probation practices and outcomes. Consider strategies such as: - Describe potential benefits of an Adult Crime Prevention Act - Develop/build	Vince I. Loren B.	Begin Sept, 06 Ongoing	Marketing Consultant and CPOC Executive Director Executive Committee- Planning Session Legislative Advocate	When the legislature regularly consults probation as a primary partner on probation related issues When probation is asked by the governor or legislature to support non-

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	"champions" at the Capitol - Develop more comprehensive relationship with legislators year-round - CPOC award for legislator most supportive, active with public safety - Work closely with staffers - Develop long term plan in lieu of knee-jerk crisis response - Detail work – names of who to work with; baby steps - Balance cost effectiveness of probation vs. locking up without jeopardizing				corrections related issues
	C. Align relationships with Legislative Advocates to further CPOC goals	Kim B.	Begin Jan, 07	CPOC Executive Director	COMPLETED JAN. 07
3. Improve the image of probation with the general public. Deal	A. Develop a public education strategy with a powerful, compelling,	To be determined	Revisit this objective in 2007 after	Likely extensive	To be determined

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with the following misperceptions: probation only works with kids; confusion between probation and parole; media portrayals, state vs. county	and consistent message (briefing packets) but tailored to the audience (eg, community organizations, clubs, etc.). Ensure message emphasizes successes and make it personal to audience. Possible specific strategies include: - Use agency partners who have credibility - Build relationships with key people; - Use web to reflect core talking points - Be involved with community, Participate in different boards to educate any/all - Department newsletters – useful internally and externally		other initiatives have been completed		
	B. Develop a media strategy that includes minimally the following:	To be determined	Revisit this objective in 2007 after	Likely extensive	To be determined

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	<ul style="list-style-type: none"> - Press releases; be prepared to respond immediately to articles, subjects, etc. strike while the iron is hot; media readiness - Disseminate the annual report that is brief and succinct - Identify specific strategies to employ through subcommittee work that deals with both local and state media through such mediums and techniques of print, TV, radio, feature articles, public radio, repeated sound bites - Identify lists of key media personnel to devise a plan to develop relationships - Collect success stories that can be disseminated among members to use with local media - Orchestrate activities, etc. during Probation 		other initiatives have been completed		

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	officers week educate public on probation during other organizations' week such as AOD, law enforcement				

Goal 5: Strengthen the capacity of CPOC to fulfill its mission

What should be done? Objectives	How will it be done? (Strategies or Activities)	Who will take the lead?	When will it be done?	Resources needed to meet goal	How will we know it's done? (Outcome Measure)
1. Strengthen CPOC's role as the leadership voice of California probation	A. Revise website to make it more user friendly and enhance its content to attract the public and university	Brian R.	Begin now End Sept 07	Web Master and Debbie L.	When the number of hits on CPOC website doubles in three years
	B. Develop statewide press releases, a newsletter, the annual report, and other reports		July 06 End March, 07 and ongoing	CPOC Executive Director Media Firm	When ten press releases, op- ed, or editorials per year showed up in local papers
	C. <i>Refer Goal 3: Objective 2.B.</i>		June 06 End March, 07	Endowment Fund	
2. Increase training opportunities	A. Develop a training plan.	Mike K.			When CPOC sponsors at

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	B. Create CPOC sponsored training events and encourage locally administered and ad hoc consortiums on specific topics or geographic areas	Mike K.	June 06 End Sept, 07	STC fund CPOC Executive Director	least one regional training for the five state regions in the next calendar year